

# Appendix H: Comprehensive Enterprise Analytics System (CEAS) Development Team Project Charter

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**Agency:** Defense Manpower Data Center (DMDC)

**Group:** Architecture Review Board (ARB)

**DSG Number:**

**Project Page:** Comprehensive Enterprise Analytics System (CEAS) Application

**Project Acronym:**

**Business Line:** Identity and Access Management

**Project Officer:**

**Sponsor:** (b) (6)

**Approved By:**

**Approval Date:**

**Requirements Division:** ALL

**Development Division:** ALL

**Customer Promised Date:**

**Audience:** DMDC Internal Staff

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# 1. Project Charter

## 1.1. Overview

### 1.1.1. Excerpt

Defense Manpower Data Center (DMDC) is the Department of Defense's (DoD) human resource information source, serving as the authoritative source of information on over 42 million people now and previously connected to DoD. DMDC provides secure services and solutions to support DoD's mission, and is recognized as a world leader in identity management.

DMDC's mission is to serve those who serve our country with the RIGHT Information, at the RIGHT Time, to the RIGHT People, for the RIGHT Decisions. DMDC is the DoD's source for enterprise human resource information, providing secure services and solutions to support the Department's mission.

To meet this mission DMDC must provide those who serve our country with the:

- RIGHT Information (e.g. Data, Knowledge, Solution, accurate, complete, usable, and reliable)
- At the RIGHT Time (e.g. 24X7X365, no maintenance window, global, work, home, mobile, any device, classified or unclassified)
- To the RIGHT People (e.g. Office of the Secretary of Defense, Member, their family, Combatant Commanders, Services)
- For the RIGHT Decisions (e.g. Decision for policy, payment, access, entitlement or benefit)

The Defense Manpower Data Center's (DMDC) Reporting attempts to provide authorized users with the ability to view standard reports or to make custom data requests. Reports from DMDC's Centralized Enterprise Analytics System (CEAS) are designed for use by the U.S. Federal Government (military and civilian), U.S. Federal Government Contractor, and various authorized support organization employees.

### 1.1.2. Problem / Requirements

The purpose of this project is to create a source responsible for reporting delivery within the entire enterprise. Report development and maintenance that is included in a separate task order will be the responsibility of the contractor awarded the task order. The contractor will follow the established CEAS standards documented by the CEAS Governance Board. Currently, CEAS uses a combination of IBM Cognos, SQL extracts and Microsoft Excel to generate reports. This approach no longer meets the needs of DMDC or its customers.

CEAS will leverage the selected DMDC Business Intelligence (BI) tool to develop reports generated from the audit data of the CEAS Division's multiple DoD Enterprise applications. The aim of the CEAS Reporting Application is to provide information that will:

**Improve productivity.** Through traditional data gathering methods, users need to compile and analyze data and write related reports. This can be incredibly time consuming. With well-designed reports and reporting tools, users can pull data and create the reports at the click of a button thus freeing up time and resources.

**Access to better information.** With the increasing amount of data available to government agencies, manually tabulating and assessing data is not efficient and not effective for making sound strategic

decisions due to the increasing depth and complexity of mission data. Well-designed reports can be set up to accumulate and monitor relevant data from the transactional systems.

**Informed decision making.** Well-designed reports help users monitor past and present performances of nearly all operations, while providing a solid base with which to make future predictions.

**Return on Investments (ROI).** Through better strategic awareness, faster reporting, decreased operating costs/lower overheads and access to better quality data and information, well designed reports positively influence a company's ROI.

## 1.2. Customer Requirements

### 1.2.1. Customers

U.S. Federal Government (military and civilian), U.S. Federal Government Contractor, and various other support organization employees *Roles:* Consumer

### 1.2.2. Types of Interfaces

1. **Human Interaction:** None
2. **System-to-System Interaction:** SAS ELT, SAS Reports
3. **Description:** CEAS will leverage the DMDC selected BI tool SAS (Statistical Analysis System). SAS is a software suite developed by SAS Institute for advanced analytics, multivariate analyses, business intelligence, data management, and predictive analytics. SAS tools may include:
  - Base SAS – Basic procedures and data management
  - SAS/STAT – Statistical analysis
  - SAS/GRAPH – Graphics and presentation
  - SAS/ETS – Econometrics and Time Series Analysis
  - SAS/IML – Interactive matrix language
  - SAS/FSP – Text editor
  - Enterprise Miner – data mining (limited)
  - Enterprise Guide - GUI based code editor & project manager

### 1.2.3. Types of Information Received

1. **Description:** Report Access. Transaction and Audit Data from Transactional Systems.
2. **PII?** Yes (DOD ID)

### 1.2.4. Types of Information Sent

1. **Description:** Completed reports from Transactional Systems.
2. **PII?** Yes (DOD ID)

### 1.2.5. Performance Expectations

1. **Uptime:** 24x7
2. **Service Level Agreement (SLA):** No

3. **Description:** Reports will be accessible as a web application by authorized users through a reporting portal. Report data generated will be in real-time for all reports created as a stored process. Reports created as SAS VA reports will generate data based on a refresh rate configured in the LASR server. Report data will be refreshed in LASR based on business requirements with a minimum refresh rate of 15 minutes.

### 1.2.6 Documentation

For all documentation, the DMDC approved templates will be used across the board:

- Requirements
- ETLs
- Functional Specifications
- Technical Specifications
- RTM

## 1.3. Scope of Proposed Solution

Leverage the selected DMDC Enterprise BI tool and applying an array of information analysis techniques and processes to exploit data and turn it into information. This includes a wide variety of purposes including:

- Information search
- Predictive modeling and analytics
- Situational awareness
- Customer intelligence
- Fraud, waste and abuse
- Compliance

### 1.3.1. Solution Description

#### 1.3.1.1. RAPIDS Reports

- **RAPIDS ID Card Report** - provides detail information for all DoD CAC, USID, Chipless, and VOLAC issuance activity, to include CIF requests.
- **RAPIDS Transaction Report** - provides detail information on the user activity for a RAPIDS site.
- **RAPIDS ID Card Periodic Summary Report** - provides totals for all card media and type produced by Service and Site. Totals will include both successful and failed cards, to be displayed by card media, card type, and grand totals for each quarter.
- **RAPIDS ID Card Summary Report** - provides summary information for all DoD CAC, USID, Chipless, and VOLAC issuance activity, to include CIF requests.
- **RAPIDS Override Report** - provides detail and summary information related to all override activity related to the specific RAPIDS sites for the stated time period. It provides all fingerprint verification, fingerprint capture, and document capture overrides at the RAPIDS workstations.
- **RAPIDS ID Card Failure Report** - provides detail and summary information related to all card issuance failures.

#### 1.3.1.2. PCOLS Reports

- **Program Management Report** - provides management information for the organization selected by the user based on User, Account, Transaction, and DM Cases data.

- **Quarterly Statistical Report** - provides Quarterly information by service for the Quarter or Fiscal Year selected.
- **Semi-Annual Purchase Card Violation Report** - provides Data Mining invalid dispositions and planned actions for the semi-annual reporting period selected.
- **Account Status Report** - provides the count of Managing and Cardholder Accounts in each status for the organizations.
- **Flagged Transaction Report** - provides information on the transaction that were flagged for review during the dates entered by the user as report criteria.
- **Escalated Transaction Report** - provides include information on the transaction that were escalated to a higher level role during the dates entered by the user as report criteria.
- **Case Disposition Summary Report** - provides summary counts of the disposition of Transactions Closed during the billing cycle selected by the user.
- **Provisioning Status Report** - provides detail information on Active, Pending, or Active and Pending users provisioned in organization selected as report criteria or in subordinate organizations.
- **Case Disposition Detail Report** - provides detailed information on the transaction and disposition of Transactions Closed during the billing cycle selected by the user.
- **Purchase Card Report** - provides Active Cardholder Accounts which meet the user entered report criteria.
- **Approving/Billing Official Report (A/BO) Report** - provides information for each A/BO assigned to a Managing Account.
- **Training Due Report** - provides individuals whose GPC training is either expired or Due within the entered training dates.
- **Managing Account Review Report** - provides Managing Accounts for which the annual account review is either past due or due within the entered dates.
- **Infraction Detail Report** - provides the transaction information for each for Transaction Reviews Closed with an infraction during the billing cycle selected by the user.
- **Conflict of Interest Report** - provides individuals that are assigned as an A/BO on an Active or Suspended Managing Account and a Cardholder on a subordinate Cardholder Account.
- **Recommended Action Report** - provides counts of each recommended action recorded for Transaction Reviews Closed during the billing cycle selected by the user.

#### 1.3.1.3. CAC ILS Reports

- **Cardstock by Product Code Report** - displays counts by status for each distinct product code in the ILS database.
- **Terminated CACs by Return Code** - displays counts for each return code in the ILS database. It also displays the Return Code Description and whether the Disposition is NSA or Exponent.
- **Terminated CACs with Return Code B, C, or E Summary Report** - displays total counts for all CACs returned with a return code starting with B, C or E.
- **Terminated CACs with Return Code B, C, or E Subreport** - displays detail information on each card returned with the selected return code and for the selected month and year.
- **Latest Consumable Delivery Subreport** - displays the date of the latest consumable order placed by the site.
- **Card Status Counts Report** - displays current ILS cardstock status information for all cards that are currently in the ILS database.
- **Pending Submitted Orders Report** - displays all of the orders that are pending status as of the current system date.
- **Site Info Subreport** - displays current site information for each site that is selected.
- **Active Sites and Contacts** - displays current site information and Point of contact(s) (POCs) for each site that is selected that is in the ILS database.

- **Daily Approved Orders Report** - displays ILS batch order information for batch orders that have been approved or committed within the user-selected date range.
- **FedEx Cardstock Shipments Report** - displays all ILS cardstock deliveries shipped by FedEx within the dates selected.
- Convert reports from SAS Stored Process to VA (Phase II)

#### 1.3.1.4. NEATS/ATIMS Reports

- **Activity Report** - based on data saved in the ATIMS audit logs. The user can specify report criteria and result will include audit information that meets the criteria. This report displays actions performed during a specified timeframe.
- **Distinguished Name Report** - displays data saved in the Alternate Token Satellite Database. The report will include registration and token data.
- **Inventory Report** - displays data saved in the NIPR ILS Database. The report will include token data.
- **Provisioning Status Report** - displays data saved in the EMMA Database. The report will include user and role data.
- **Registration and Token Report** - displays data saved in the Alternate Token Satellite Database. The report will include registration and token data.

#### 1.3.1.5. TASS Reports

- **TASS Summary Report** - provides a snapshot of data for the Service or Agency Point of Contacts (SPOCs) and Administrators.
- **TASS Applicant-Application Data Report** - provides detailed information on the applicant as well as the application.
- **TASS SPOC, TASM, and TA Summary Report** - lists all SPOCs, TASMs, and TAs. training expiration date, role status, and contact information by Organization.
- **Error Report** (Admin only) - provides a list of all SPOC, TASM, and TA that are in the TASS database as an Applicant

#### 1.3.1.6. Identity Card Office Online (IDCO) Reports

- **IDCO Transaction Report** - provides the metrics of Email Updates, PIV Authentication Activations, Personnel Category Code Additions, Family Member Verifications (DD1172-2), Joint Data Module (JDM) Applet downloads, and Family Member Nominations
  - IDCO Transaction Chart
  - IDCO Transaction Tasks Chart
- **IDCO Logon Type Report** - provides summary data by month of the methods used to log into IDCO.
  - IDCO Type Bar Chart

#### 1.3.1.7. CIF ILS Reports

- **CAC ILS CACCIRS Unprocessed Deliveries** - displays data for all of the CACCIRS deliveries that haven't been processed 7 days past delivery date.
- **CAC ILS CACCIRS Users** - displays the current Point of Contacts for the selected CACCIRS site.
- **CAC ILS CIF Cardstock By Product Code** - displays counts by status for each distinct product code in the ILS database for the CIF (Site Code 172284/5471).

#### 1.3.1.8. High School Enrollment and Detail Report

- Delayed Entry Program Population Report

#### **1.3.1.9. Qualified Military Available Report**

- Qualified Military Available Report

#### **1.3.1.10. DEP Population Report**

- Delayed Entry Program Population Report

#### **1.3.1.11. ACTUR Report**

- Self-Service Query Capability Report

#### **1.3.1.12. BRASS Reports**

- Process Counter ID's Report
- Process Counter Totals Report
- Submission Runs Summary by Service Component Report
- Submission Runs Summary Report
- Transaction Download Report
- Transaction Gain Loss Detail Report
- Transaction Gain Loss Summary Report
- Transaction Disposition Report

#### **1.3.1.13. DENTAL Reports**

- ADDP Covered By Address Report
- ADDP Eligible Not Enrolled Report
- ADDP Enrolled By Address Report
- ADDP New Enrolled By Address Report
- ADDP Not Eligible Enrolled Report
- Multiple Overlapping Report
- Dental Detail Premium Report
- Dental Over Under Report
- Dental Premium Analysis Report
- Dental Present Policy Report
- TDP Covered Lives Report

#### **1.3.1.14. ICRS Reports**

- Aggregate By Category Report
- Aggregate Service Wide Report
- Aggregate UIC Report
- Summary Adeno By Date Report
- Summary Anthrax Age Report
- Anthrax By Date Report

- Anthrax Dose1 By Date Report
- Anthrax Gender Report
- Anthrax Status Report
- Anthrax Total Force Report
- Summary Service Date Report
- Summary Influenza Component Status Report
- Summary Small Pox Age Report
- Summary Small Pox Age Stats Report
- Summary Small Pox By Date Report
- Summary Small Pox Ethnic Origin Report
- Summary Small Pox Exemptions Report
- Summary Small Pox Gender Report
- Summary Small Pox Race Report
- Summary Small Pox Status Report
- Small Pox Total Force Report
- Roster Aggregate Category Report
- Roster Aggregate UIC Report
- Roster IMN Aggregate Category Report
- Roster IMN Aggregate UIC Report
- Roster IMN By SSN Report

#### **1.3.1.15. POLICY Reports**

- Over/Under/Reprocessing Reports
  - Claim Over
  - Claim Under
  - Reprocessing Claims
  - Active Duty Over Cat Cap Alert
- Total Enrollment Counts By Program Reports
  - TRICARE Prime/Prime Remote/Plus Detail
  - TRICARE Prime/Prime Remote/Plus Summary
  - TRICARE Reserve Select and TRICARE Retired Reserve
    - Summary by Component (enrolled/terminated)
    - Summary by Component (terminated)
    - Summary by Region (enrolled)
    - Summary by Region (terminated)Summary by State and Component (enrolled)
    - Summary by State and Component (terminated)
    - Summary by State and Region (enrolled)
    - Summary by State and Region (terminated)
    - Detail (enrolled)
    - Detail (terminated)
  - Tricare Echo Program – Detail
  - Tricare Echo Program – Summary
  - Tricare Young Adult – Detail
  - Tricare Young Adult – Summary
  - Top prime/Top prime remote – Detail
  - Top prime/Top prime remote – Summary



- Total Disenrollment Count By Program Reports
  - TRICARE Prime/Prime Remote/Plus – Detail
  - TRICARE Prime/Prime Remote/Plus – Summary
  - TRICARE Reserve Select and TRICARE Retired Reserve -
    - Summary by Component
    - Summary by Region
    - Summary by State and Component
    - Summary by State and Region
    - Detail
  - Tricare Echo Program – Detail
  - Tricare Echo Program – Summary
  - Tricare Young Adult – Detail
  - Tricare Young Adult – Summary by Service and Component
  - Tricare Young Adult – Summary by State
  - Top prime/Top prime remote - Detail
  - Top prime/Top prime remote - Summary
- Eligible and Enrolled Population Counts Reports
  - Total Eligible and Enrolled
  - Prime Non-Active Duty
  - Direct Care Active Duty
  - Direct Care Non Active
- Civilian Network Enrollment Reports
  - Detail without Subtotal
  - Detail with Subtotal
  - Summary
- Civilian Network Disenrollment Reports
  - Detail without Subtotal
  - Detail with Subtotal
  - Summary
- BWE Auto Approval Report
- PCM DMIS Report
- PSA Enrollment Report
- Premiums Reports
  - Credit
  - Fee Due on Terminated Policies
  - Two Months Past Due
- Auto Enrollment Not Processed Report

#### 1.3.1.16. RMIS Reports

- **Delayed Entry Program Population Report** – gives the Services an indication of how close they are to their mission goal for the current mission year
- **High School Enrollment and Detail Report** – gives the Services an indication of how close they are to their mission goal for the current mission year.
- **Qualified Military Available 2010-2030 Report** - TBD
- **Qualified Military Available Report** - TBD
- **Recruiter Analysis Report** - TBD
- **Woods and Poole 2010-2030 Population Analysis Report** - TBD
- **Woods and Poole Population Analysis Report** - TBD

#### 1.3.1.17. Card Return Analysis Reports

- **Card Return Analysis Report** – displays report analysis findings and trends related to returned terminated CACs.

#### 1.3.1.18. Data Quality Analysis Application (DQAA) Reports

#### 1.3.1.19. CAC PIN Reset (CPR)

#### 1.3.1.20. Transferability of Education Benefits (TEB)

- **Approvals Report** – provides external and internal customers to view reports on Post 9/11 GI Bill (CH33) Transferability of Education Benefits (TEB) data for each Pay Grade by Month/Year and by Service.
- **Breakout Report** – provides a summary of transferability requests by spouse or child, a detailed report by family member type, and by the age of the dependent child.
- **Status Report** – provides a listing of all Transferability Request Statuses by Status and by Service.

#### 1.3.1.21. Fielded System Logistics and Training (FSLT)

### 1.3.2. Characteristics

1. **Cons:** Advanced analytics component licenses not purchased by DMDC
2. **Cons:** Alert functionality is available, but pending DMDC requirements
3. **Pros:** Data will come from controlled authoritative sources
4. **Pros:** Logic to generate data will have been validated fit for use
5. **Pros:** Reports will have consistent format for ease of use
6. **Pros:** Reports access will be limited to authorized users at authorized levels
7. **Pros:** Reports will not impact transactional systems

### 1.3.3. Types of Internal Processes Conducted

#### Kanban Agile Methodology

Development for CEAS reporting will be managed using the Kanban Methodology. Kanban is a specific shaping of agile software development methodology. <http://www.agileweboperations.com/scrum-vs-kanban>

The Kanban Method has four foundational principles and uses six core properties to create a set of behaviors.

#### Foundational Principles

1. Start with what you do now
2. Agree to pursue evolutionary change
3. Initially, respect current roles, responsibilities & job titles

#### 4. Encourage acts of leadership at all levels

##### Six core properties

##### 1) Visualize workflow

Visualizing work enables understanding of how work proceeds through a system. This enables spotting areas that need change. The Kanban Method encourages starting with what is available now. Processes aren't changed immediately; identify existing practices and processes.

This will be accomplished in JIRA. JIRA allows the project team to define what is known; define the scope of the work; visualize the work in progress and work that remains.

##### 2) Limit Work In Progress

Limiting the work that is in progress at any one time is how the team will implement a Pull System. Work cannot be pushed to Development or QA just because a predecessor in the chain has finished their work; it will only come to the next individual when they have capacity. It ensures that teams are working on the most appropriate item that the business needs at all times.

For the team to manage the work in progress as a Pull System, Requirements/Reports JIRA tickets will be maintained in a prioritized backlog. The backlog will be groomed at least monthly. Developers will pull work from the prioritized backlog as work is completed. JIRAs will be assigned to the developer and estimated time and time worked will be entered into the backlog.

##### 3) Measure and manage flow

Every process has at least one bottleneck and a system can only work as fast as the slowest bottleneck. Measuring the work allows the team to make changes to the processes in an attempt to improve flow. Work will be measured by:

- Monitoring Work in Process (WIP) flow to identify bottlenecks
- Comparing WIP against project queues
- Identifying and counting blockers (external dependencies) and the length of time in this state
- Calculating time elapsed going from each stage of workflow (cycle time) against the time elapsed from when the task is requested to when it is delivered (lead time)

##### 4) Make process policies explicit

It is difficult to improve a situation if rules are unknown. The Kanban Method asks us to make processes clear to have an objective discussion about improvements. CEAS Reporting will define the process in the CEAS Project Plan.

##### 5) Implement feedback loops

Use feedback loops to manage and improve the process.

- Daily stand-ups
- Release retrospectives
- Release Planning Meetings
- Requirement Definition meetings
- Prototyping

- Rapid prototyping is one of the feedback loops that the team will use to provide immediate feedback on all work in progress and all completed work.
- Templating

6) Improve collaboratively, evolve experimentally (using models and the scientific method)

The team will look to make continuous, evolutionary and incremental improvements; keep what works and discard what doesn't.

### 1.3.5. Deliverables included in the Solution

Report Migration: All Cognos reports currently in Production will be developed in SAS and migrated to the new SAS environment, aiming to get SAS version 7.4 into production.

### 1.3.6. Deliverable Risks

1. **Report Promotion Process:** Development, Model, Pre-Prod, PROD.
2. **Functional Printer Engine:** SAS Version 7.4 includes printer functionality which meets DMDC requirements.
3. **Data Export Functionality:** Excel export functionality meets DMDC security requirements to allow for the insertion of a header and footer with text concerning the Privacy Act, FOUO, and PII sensitivity. The PDF output does not currently have the FOUO statement at the bottom. A change request has been submitted to SAS.
4. **Security Model:** Hierarchy structure for report access not in place.
5. **Report Data Display Limitation:** The amount of data displayed to the screen in SAS VA reports is capped based on the amount of data and the number of columns in the report.
6. **Report Generation Performance:** System performance is an unknown and DMDC has not provided performance requirements for CEAS Reports.

### 1.3.7. Dependencies

Available	Description	Reference
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No		
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## 1.4. Control Board

Oversight of the CEAS application will be governed by a control board. This control board will be a group of individuals who will at least meet on a monthly basis (Peter Cerussi, Lance Jenkinson, and Quentina Mendez). This monthly meeting would be used to determine ordering and prioritization for existing/new report development, upgrades, etc. It could be open to other stakeholders to attend for feedback. This process will also be documented on a monthly basis to keep track of any/all changes that are made.

Another function of this control board is to establish, maintain, and enforce enterprise practices and standards for reporting within DMDC. This can include EG, ETLs, Visual design, output, etc. The board reserves the right to audit any and all reports from any and all teams (those developed by the CEAS development team and reports developed by outside groups) ensuring that practices and standards have been

met. Teams would be required to remedy any deficiencies to the board's satisfaction for promotion to higher regions.

## 1.5. Project Manifest

### 1.5.1. Architectural Diagram

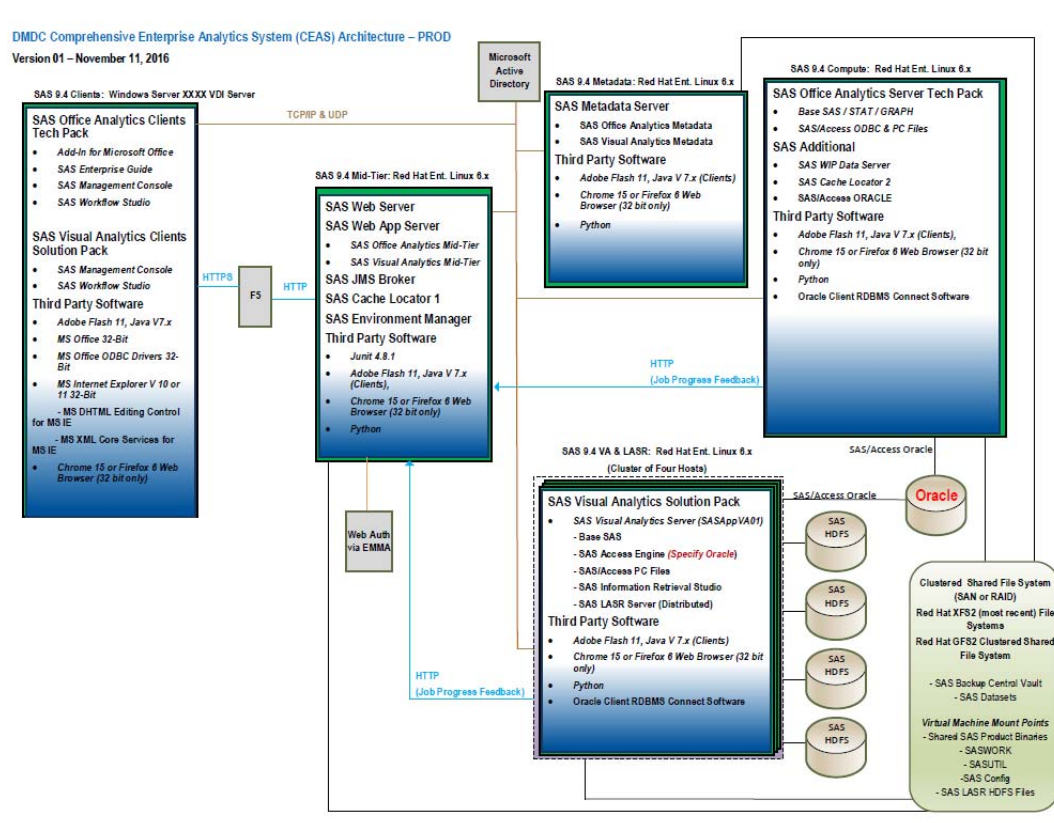


Figure 1. Proposed Business Architecture

## 1.6. Roles and Organization Chart

### 1.6.1. Government Staff Roles

CEAS Product Owner: (b) (6)

CEAS Development Manager: (b) (6)

CEAS Technical Lead: (b) (6)

CEAS Requirements Lead: (b) (6)